



Opening doors for the future

Celebrating 20 years

Annual Report 2022



Opening doors for the future

In 2022, Toronto Community Housing celebrated 20 years building and creating homes and communities across the city. From day one, we understood our role in making positive change happen in our communities, it is a part of our DNA.

In our 2022 Annual Report, we are pleased to share a view into the communities we have built, the successes of individual tenants and the achievements that we celebrated this past year.



Message from our Chair



“At TCHC, we are responsible for a very large portfolio of public assets, but our work is and has always been about people.”

**Tim Murphy, Chair,
Board of Directors**

In 2022, Toronto Community Housing faced changes and challenges, but we remained as committed as ever to tenant service and building communities where people are proud to live and work

As the COVID-19 pandemic’s effects waned, the Swansea Mews crisis challenged TCHC staff to respond rapidly, create innovative solutions and provide close care and support to the households affected by an unforeseen construction defect. The TCHC team initiated a strong and immediate response, ensuring that all households were safely relocated by the end of the year.

Together, TCHC and the Board oversaw the completion of two critically important Tenants First deliverables: the launch of the Toronto Seniors Housing Corporation (TSHC) and the transition of the Scattered Housing Portfolio to two community land trusts. The completion of these two projects was made possible by the hardworking TCHC staff, the City of Toronto and a team of local partners and agencies that play a role in our communities. I extend my thanks and congratulations to them on a job well done.

Our Board welcomed three new directors in 2022, including Mohammed Haque, a resourceful promoter and defender of social justice and human rights, who will serve as the Board’s third Tenant Director. Councillors Lily Cheng and Vincent Crisanti were appointed to the Board in November 2022. We are grateful to two exiting board members, Deputy Mayor Ana Bailão and Councillor Frances Nunziata, both of whom have been longtime housing advocates in Toronto.

We celebrated the 20th anniversary of TCHC this year, an important milestone for an organization that influences communities all across this city.

At TCHC, we are responsible for a very large portfolio of public assets, but our work is and has always been about people. TCHC's employees are on the frontline of that work. On behalf of the Board, I want to thank all TCHC employees for another year of tireless effort. Every day you come to work, you are helping to make a difference for our tenants, and the Board is deeply appreciative of that.

The next year holds new promise as TCHC continues its transformation and I am excited to see what the future holds.

Tim Murphy (he/him)
Chair, Board of Directors

Message from our President and CEO



“All across the organization people are pushing us towards an exciting new future where TCHC is a transformed organization.”

Jag Sharma, President and Chief Executive Officer

In 2022 we celebrated TCHC’s 20th anniversary, ever mindful of our role providing homes and supports to those that need them the most. TCHC staff worked hard to meet the needs of tenants and deliver on a number of important projects. I am inspired by their care and compassion for the work that they do.

I am tremendously proud of the hard work and dedication that TCHC staff committed to the Tenants First plan, because the results speak for themselves. In 2022, TCHC completed two major Tenants First deliverables: the launch of the Toronto Seniors Housing Corporation and the transfer of the Scattered Housing portfolio to Circle Community LandTrust and Neighbourhood

Land Trust. As Canada’s largest housing provider, we are stewards of a very large public investment, but our work is and has always been about people, much more than about bricks and mortar. Our 20th anniversary celebrations brought to life a vivid history of the lives lived in our communities and the bright potential that awaits us in the next twenty years.

While we have been enjoying milestone achievements, TCHC has also had to pivot rapidly to manage unforeseen challenges. The Swansea Mews community demanded the organization’s full attention when their lives were turned upside down. The agility, compassion and drive that TCHC staff displayed in their response showed me just how far our staff will go to support tenants in need. There is more work to be done, but I am confident in our ability to move the Swansea Mews community forward.

TCHC is continuing in its journey to address the role of race in public housing and the impact that systemic anti-Black racism has on our tenants and staff. The Centre for the Advancement of the Interests of Black People has continued to

grow, establishing itself as a foundational element of TCHC's commitment to our Confronting Anti-Black Racism (CABR) strategy. The CABR strategy captures the changes needed to systematically address anti-Black racism across TCHC, both as an employer and as a social housing provider, and measure success in making that change. This work requires constant focus and a regular renewal of our plan to make sure that we are on track to make real change.

Transformation is not limited to the social fabric of TCHC. The organization has been engaged in a successful program of climate retrofitting across the portfolio. Our current plan is to meet the Canada Mortgage and Housing Corporation (CMHC) target of a 25 per cent reduction in energy consumption from 2018 to 2028. In 2022, TCHC had a downward trend in both electricity and gas consumption, which shows us that we are effective in our plans. We will not stop at 25 per cent, though, because TCHC is committed to supporting the City of Toronto's TransformTO Net Zero strategy.

As you can see, the momentum is on our side. All across the organization people are pushing us towards an exciting new future where TCHC is a transformed organization, equipped with modern technology, a refocused portfolio and a new strategy. We will continue building employee pride, tenant confidence and the trust of our partners and City shareholder. We will continue delivering positive outcomes for the people who call TCHC home.

Jag Sharma (he/him)

President and Chief Executive Officer



TCHC President and CEO Jag Sharma (left) joins a Mabelle community event

Tenants First Progress

We took part in a significant Tenants First announcement alongside Minister Ahmed Hussen.

The transition of 760 units to the non-profit sector will protect them as social housing in perpetuity, helping to keep Toronto affordable. It will also allow us to continue focusing on our vision of vibrant communities where people are proud to live and work.



TCHC President and CEO Jag Sharma (right) makes a joint announcement with Minister Ahmed Hussen, Minister of Housing and Diversity and Inclusion

Building the future

In 2022, TCHC continued on our core mission to provide clean, safe, well-maintained and affordable homes for our tenants. Through our continued collaboration and engagement with tenants, we are building our collective future and fostering the creation of communities where people can live and thrive. This next section provides updates about TCHC's revitalization projects, capital projects and accessibility program.



Maintaining TCHC's portfolio



The Empringham basketball court being replaced.

Facilities Management (FM) has successfully completed 100 per cent of TCHC's planned capital work in 2022. This achievement required the coordination and delivery of hundreds of planned projects that proceeded on schedule despite ongoing challenges with supply chain and construction following the pandemic. The work of this division is critical to maintaining TCHC's portfolio of buildings and homes in a state of good repair.

In 2022, TCHC delivered on our full \$350 million capital plan. Below are some of the highlights of this achievement.

- \$1.38M/day in completed capital work
- 1,400 projects
- 25,000 work orders

Highlights

1400 planned jobs

52 access control and camera installations

31 elevator replacements

105 landscape projects

202 envelope, roofing, window and structural projects

9 common area accessibility upgrades

295 in-suite accessibility upgrades

170 electrical, mechanical and plumbing projects



The Planned Project Services team engages tenants in our East Region about upcoming repairs to their building



The Retrofit at 5 Needle Firway included recladding, envelope restoration, new windows, balcony guards, electrical and mechanical system upgrades and interior common space renovations



Allenbury Gardens, a revitalized community located near Fairview Mall in North York



Mural in Alexandra Park, a collaboration between artist Savanna Lavallée and poet Alban Olive. The mural mounted on hoarding surrounds the construction site for the next phase of the Alexandra Park revitalization

In 2022, TCHC continued to lead the housing sector in modernizing our buildings through green initiatives and energy retrofits. Each green retrofit contributes to the City's goal of achieving net-zero emissions by 2040, starting with our 25% CMHC reduction target by 2028. In addition to greater energy efficiency, each retrofit project will modernize buildings and add to tenant comfort in their homes. The Bathurst-Eglinton project is featured in a Toronto Star article and will provide a model for the green retrofit for more than 21,000 buildings and almost 59,000 units. TCHC has broken its own record in capital incentive contributions from our utility partners with over \$7.3M in 2022. We received over \$2M from Enbridge Gas and over \$5M in electricity incentives.



A TCHC building undergoes a green retrofit
(photo credit: Toronto Star, June 30, 2022)

Planned Project Services (PPS) supports TCHC's regional teams to engage tenants at locations where large scale capital repairs have been planned. This team engages tenants to build open lines of communication and feedback about projects, timelines, disruptions and benefits. The team is currently supporting over 125 projects across TCHC's three regions and the Toronto Seniors Housing Corporation.

TCHC's accessibility program continued to make an impact on the lives of tenants living with disabilities. In 2022, TCHC completed 304 common area and in-suite accessibility projects.



Before and after photos of an accessible washroom modification. Before: step in shower; After: accessible roll-in shower



Before and after photos of an accessible kitchen modification. Before: stovetop and kitchen cabinets; After: accessible roll-under stovetop

Leadership in accessibility

Cathy Birch, Chair of our tenant-led Responsible Personal Accessibility in Toronto Housing (R-PATH) committee, received the 2022 David C. Onley Award for Leadership in Accessibility.

Read more about R-PATH's accomplishments in 2022 and their work to improve accessibility in all TCHC spaces in the next section.



Cathy Birch (second from right) receives the David C. Onley award



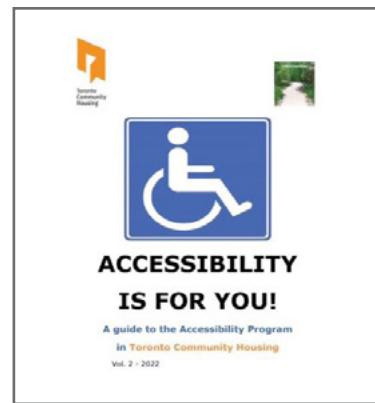
2022 Update: The Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee

2022 was a very productive year for The Responsible Personal Accessibility in Toronto Housing (R-PATH) Committee, a tenant-led committee who advocate for persons with disabilities. Here is the list of R-PATH'S journey through 2022.

- R-PATH continued to scope, review drawings, participate in community meetings for Planned Accessibility projects, and monitor all accessibility projects.
- R-PATH worked with Facilities Management (FM) and Development to begin the update to Toronto Community Housing Accessibility Build Standards. The plan is to deep dive investigate, update, and establish old and new standards to be published in 2024.
- R-PATH continued to work with management on updating the Agency Agreements and Use of Space Agreements with Agency providers.
- R-PATH authored Accessibility is For You, Volume 2, along with a Tip Sheet for Tenants considering having their unit modified, and a tip sheet specific to

tenants who have Independent Living Services. These materials are written in plain language to educate tenants on programs, explain processes and service requirements, and manage tenant concerns consistently across the whole portfolio. R-PATH worked extensively with Communications to create packages of these materials that are available at all hubs.

- R-PATH continued to work with Communications about accessibility content for the website and all social media platforms used by TCHC.
- R-PATH partnered with Communications to create and deliver a [**short video**](#) on some of the most common features of the Toronto Community Housing Accessibility Build Standards.
- R-PATH also partnered with Communications to deliver an [**animated video**](#) of “The 7 Most Common Questions” that tenants ask about getting their unit modified.
- R-PATH submitted our annual recommendation for the 2023 Capital Budget.



Cover page for R-PATH’s Accessibility is For You, Volume 2



R-PATH partnered with Communications to deliver an animated video of “The 7 Most Common Questions” that tenants ask about getting their unit modified



R-PATH partnered with Communications to create and deliver this short video on some of the most common features of the Toronto Community Housing Accessibility Build Standards

- R-PATH delivered Accessibility for Ontarians with Disabilities Act (2005) training to all Tenant Engagement Community Services Coordinators. Shortly after training, R-PATH monitored large engagement forums and reported back to TCHC for improvements needed particular to external venues.
- R-PATH closed the year by celebrating R-PATH Committee Chair, Cathy Birch, being awarded the David C. Onley Award for Leadership in Accessibility from the Province of Ontario.
- The R-PATH Committee is looking forward to 2023!

Revitalization community highlights

Progress continued at Toronto Community Housing's Regent Park revitalization, one of the largest urban revitalizations of its kind in the world. Daniels began construction on Phase 3 (Block 16 North).

- TCHC and Tridel submitted a [**rezoning application**](#) for the final phases of the project, Phases 4 and 5, requesting an increase to the density of the development.
- TCHC formed the [**Community Benefits Oversight Working Group**](#) (CBOWG), a diverse, 20-member advisory group of local residents and experts that will support a one-year community engagement process to inform the distribution of \$26.8 million in community benefits made possible through the Regent Park revitalization.



The Community Benefits Oversight Working Group



Tenant poet Alban Olive and tenant artist Savannah Lavallée in front of the Alexandra Park mural they created

After a competitive bidding process, TCHC partnered with the renowned **Karakusevic Carson Architects** to create a new community centre and apartment building in Alexandra Park, a historic TCHC community and home to Atkinson Housing Co-operative.

To learn more about the Alexandra Park revitalization project, visit the [**newly launched microsite**](#).

Through the power of partnerships made possible through revitalization, TCHC continued to engage tenants across all of its revitalization sites through diverse social and economic initiatives aimed at addressing local resident challenges and supporting positive social change. In 2022, this included:

- offering continued weekly safety and community engagement summer workshops to youth in our **Lawrence Heights and Neptune communities**, through our 37 Kids Program;

- connecting over 400 households in our **250 Davenport community** to social, mental health, and food security services through TCHC leveraged partnerships;
- engaging 41 tenants from our **Don Summerville** community in pre-employment activities, resulting in 27 tenants securing training, employment, or scholarships; and,
- awarding scholarships to help student tenants of all ages pursue post-secondary education and training, including nine student tenants in our **Lawrence Heights** community. Since 2013, TCHC awarded 154 scholarships valued at \$533,000 to student tenants of all ages in our Lawrence Heights and Neptune communities through The Limitless Heights Scholarship program (2013-2021) and the Revite NERDS Scholarship (2021-2022) thanks to funding from our partner, Heights Development (Context and Metropia).

Leading the way

Supporting youth wellbeing in Rivertowne

Suzette Saunders has been a tenant leader in Rivertowne for over 15 years, moving in just after the revitalization of the community was completed. In this time, Suzette has been a fixture in the community, organizing events, providing programs and care for youth and children, and advocating for the needs of her fellow tenants and neighbours. Read her story by scanning the QR code.



Tenant leader Suzette Saunders



Tenant-focused service and engagement

In 2022, TCHC continued to deliver on a number of dedicated tenant initiatives to improve the delivery of customized services and responses across our communities. TCHC's tenant engagement system continued to establish tenant leadership and specific action plans through our first post-pandemic regional events. The Toronto Seniors Housing Corporation was established through a successful transition mid-year, creating a new corporation that will deliver services customized to seniors, supporting them to age-in-place. TCHC continued to roll out additional tenant service hubs in 2022, bringing services closer to all our communities.



Establishing tenant leadership

- In January 2022, TCHC launched a series of by-elections to fill vacant leadership positions in 120 TCHC communities. Almost two thousand tenants were directly engaged through flyers, emails, phone calls, door knocking, and more. Thirty-six meetings were organized to give tenants information about the election process. A total of 36 nominations were received, out of which 26 were confirmed.
- As a result, we filled 25 Community Representatives positions and 20 tenants signed up to be part of their Building/Townhouse Committee.
- In total, 1,084 tenant leaders are currently participating in the new Tenant Engagement System.



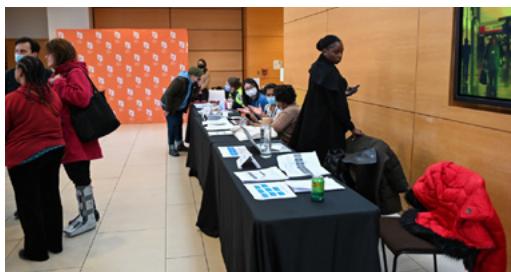
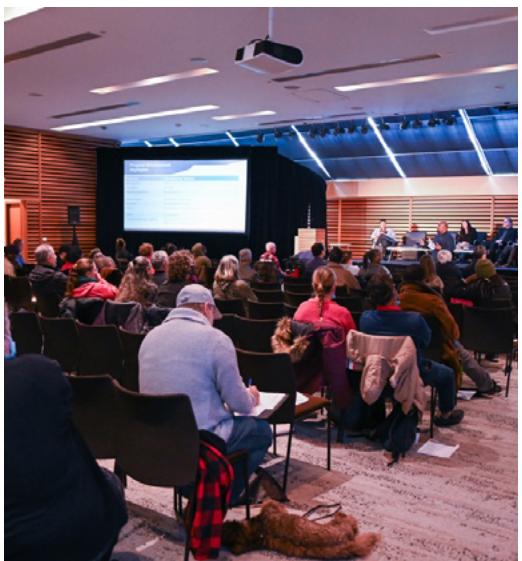
Tenants and staff talking at a Tenant Community Action Table meeting

Implementing Service Quality Indicators at the Hub level

- As part of their roles, tenant leaders fill out Service Quality Indicator (SQI) surveys where they provide feedback on building cleanliness, maintenance, tenant communications, community safety, tenant support services, and tenant engagement.
- One hundred and fifty-six tenants participated in the SQI survey process, with a response rate of 93 per cent. The completion rate was 87 per cent.

Establishing tenant leadership at the regional level

- In August, we organized the first post-pandemic in-person Tenant Community Actions Tables (TCAT) meetings. One TCAT was held in each of the three Operations regions at TCHC (Central, West, and East). The meetings provided opportunities for tenant leaders to provide feedback about improving and enhancing services in their communities. One hundred and fifty-eight Community Representatives attended the meetings.
- As a result of the feedback, engagement staff collaborated with staff from relevant divisions to review issues raised by tenants. They worked with the Strategic Communications team to document the feedback and any resulting action plans. This was turned into a report given to tenant leaders at the next set of meetings.
- End-of-Year Regional Forums were held in November and December. A total of 372 tenant leaders pre-registered and 293 tenant leaders (Community Representatives and Building Committee Members) attended the forums while 24 community partners participated as vendors.



**Tenant
representatives
and leaders
attended our
Central Regional
Forums**

Tenant capacity building

- Two orientation sessions (regional and city-wide) were organized for elected tenant leaders in March 2022. The purpose of the orientation was to provide information and resources that will help tenant leaders successfully carry out their roles and responsibilities. Twenty-three Community Representatives participated in the workshop.
- The orientation covered: the Tenant Charter, the new TCHC operation structure and pillars, information about regional staff and their roles, Tenant Engagement System, Service Quality Indicators (SQI), Community Action Plans (CAP), and Tenant Action Funds (TAF).



Tenants and staff engage in a discussion at a Tenant Community Action Table event

Tenant Action Fund

- In 2022, a total of 157 applications were received. One hundred and fifty-four were approved, valued at \$85,941.58.
- The breakdown of approved funding by region is as follows: (a) \$58,328 for East region, (b) \$68,864 for West region, and (c) \$17,077 for Central region.

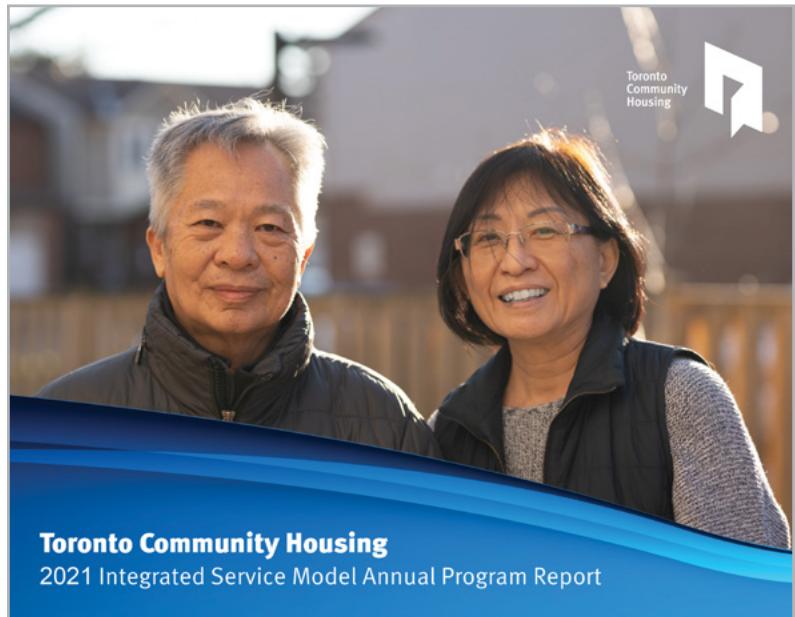
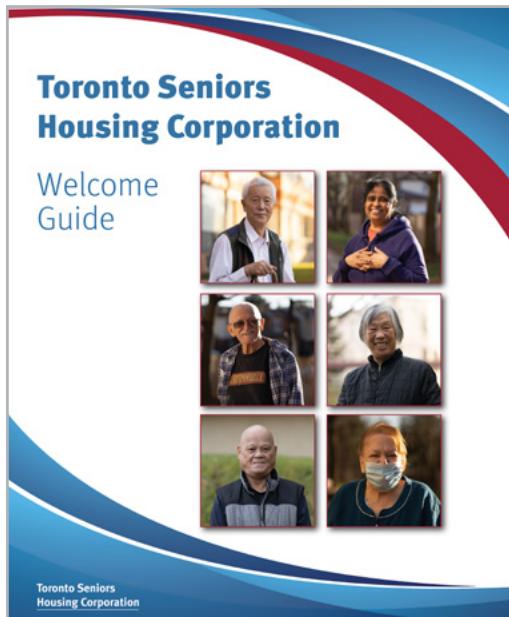


Tenants and staff around a table of information about tenant engagement initiatives

Toronto Seniors Housing transition

In May 2021, Toronto City Council directed the creation of Toronto Seniors Housing Corporation (TSHC). This new corporation was created to provide seniors with safe, well-maintained homes and improved conditions, services, and experiences.

- The City of Toronto, TCHC, and the Toronto Seniors Housing Corporation worked through the end of 2021 and into 2022 to implement a seamless transition plan to transfer responsibility for operating TCHC's 83 seniors-designated buildings to the new corporation. This transition happened on June 1, 2022, as TSHC took over management and focused on meeting the needs of nearly 15,000 senior tenants.
- In order to address concerns of tenants and staff, we held multiple focus groups and information sessions ahead of the transition date. A strong communications campaign engaged and informed tenants and all stakeholders. Significant efforts were made to gather feedback to ensure that an understanding about the transition was achieved.



Tenant Service Hubs

Tenant Service Hubs are a key component of our new service delivery model created under TCHC's 2019 restructuring plan. The Hubs provide tenants with a "one-stop shop" for services and support, bringing them closer to where tenants live. Increasing access to services and supports enables tenants to get in-person service, meet with staff one-on-one, place work orders, hand in annual review paperwork, pay rent, and more.

TCHC opened new Tenant Service Hubs in communities across Toronto in 2022.



TCHC staff behind the service counter at a Tenant Service Hub



Entrance to a Tenant Service Hub

Kingston Galloway Court

Partnering with the community

The construction of an iconic new basketball court in the Kingston Galloway community in Scarborough was made possible through a special collaboration between TCHC tenants and staff, Toronto artist [Jerry Rugg](#) (also known as birdO) and [StreetArt Toronto](#). Community members, neighbours and friends of Kingston Galloway were also able to be a part of the creative process, adding to the incredible wall murals that surround the court.



Tenant youth and artist Jerry Rugg (birdO) prepare to cut the ribbon at Kingston Galloway Court

Programs and partnerships

Through collaboration with our community partners, and a dedicated staff team, Toronto Community Housing provides tenants with a breadth of diverse programming through a range of recreation, work placement, scholarship and social programs. Key partnerships in 2022 were integral in helping to serve the diverse needs of our communities.



Investing in potential

There was a greater sense of normalcy in 2022 with most programs being offered beyond video-conference settings and tenants finally being able to come together in-person. Working together with our corporate partners and funders, we connected tenants across TCHC communities to programs and engagement opportunities throughout the year.



Tenant youth meet with medical students and cardiac surgeon Dr. Robert Yanagawa at St. Michael's Hospital

Our flagship and regional programs invested in the potential and talents of our youth tenants and focused on physical literacy, sports, arts, employment, education, leadership skills, and more.

Keep reading to learn about some of TCHC's most successful programs in 2022.

Midnight Basketball League (in partnership with MLSE Foundation and University of Toronto)

Midnight Basketball League (MBL) returned in 2022 after a three year hiatus due to the pandemic. It is a unique basketball program that provides a positive space for TCHC boys aged 14 to 18 to develop their skills both on and off the court. The program featured a longer season. In addition to traditional sport outcomes, this program dedicated time each week to deliver off-court workshops focused on health, academics and economic empowerment through employment as a means to increase community safety. Last year included a star-studded roster of guest speakers, including players from the Toronto Raptors.

League of Her Own (in partnership with MLSE Foundation and University of Toronto)



Midnight Basketball program participants

A brand new pilot program was launched in 2022 specifically for TCHC female youth aged 13 to 18. The basketball program, League of Her Own presented by Midnight Basketball, was created in partnership with MLSE Foundation and the University of Toronto. Thirty-five female youth from across TCHC regions could come to a safe place to learn, practice, and enhance skills for four weeks in the summer at the University of Toronto. Featuring student athletes and special guest speakers, youth participated in workshops on success as a student athlete, how to take care of their bodies and building long-lasting positive habits.

Rookie League (in partnership with Jays Care Foundation)

This past summer, TCHC continued to run its popular, summer-long baseball day camp for children ages 6 to 12. Running from July to August and fully in-person, the program launched on Opening Day 2022 at Dovercourt Park where hundreds of kids were able to participate in a full day of interactive games, skills-and-drills and play stations featuring bouncy castles and inflatables. Rookie League also continued to offer a Leader in Training (LIT) camp for youth ages 13 to 15. LIT included both virtual and in-person components where youth gained life skills in leadership, teamwork, communication and self-esteem.



TCHC staff member Likwa Nkala speaks to the media about the impact of Rookie League

KickStart (in partnership with MLSE Foundation)

In 2022, 229 kids ages 6 to 12 registered for the soccer camp from across East, West, and Central regions. Finally coming together in-person with friends in their respective communities, children were able to participate in physical activity through skills and drills, stretches, and scrimmages. In August, the program held its annual season-end Fun Day at BMO Training Ground where 80 kids from seven TCHC communities participated in soccer activities, scrimmages and had a meet-and-greet with players from the Toronto FC.



TCHC tenant participants attend KickStart Program hosted at BMO Training Ground

YouthWorx

YouthWorx is an employment program that focuses on employing young people between the ages of 14 and 29 as Youth Community Workers. Last year, 100 Youth Community Workers were hired for eight weeks during the months of July and August as they carried out work at 50 community sites. YouthWorx reduced barriers to employment for youth and provided opportunities in various small-scale labour jobs, including community clean ups, light repair jobs, community gardening and more.



TCHC tenant participants attend Raptors Youth Summit

Investing In Our Diversity Scholarship (IIODS)

The Investing In Our Diversity Scholarship (IIODS) awards \$4,000 scholarships to Toronto Community Housing youth based on academic excellence, financial eligibility and volunteer involvement in community leadership, anti-racism or diversity initiatives. In 2022, 54 scholarships were awarded to recipients to support their post-secondary tuition and expenses.



**2022 IIODS
recipients, donors
and community
members attend
the scholarship
celebration**

Use of Space

The Strategic Service Partnerships and Compliance (SSPC) team was formed in September 2020 with a focus on bringing partners currently operating into compliance and streamlining the use of space processes and improving service delivery. Since September 2020, SSPC has engaged with 207 agencies and 112 tenant-led groups to animate the use of non-residential spaces. In April 2022, the Ontario government lifted all public health measures. As a result, all indoor and outdoor amenity spaces were opened for essential and community support programming after a use of space agreement was signed with TCHC. SSPC implemented an opt-in/application process to ensure a seamless return for partners in 2022.

From the inception of the SSPC team, 319 applications for non-exclusive use of space have been processed. Of these, 198 were reoccurring use of space applications and 121 were one-time use of space applications. In 2022 alone, 186 applications have been processed, 58 one-time and 128 re-occurring use of space applications. As of December 30, 2022, 52 distinct partners have been offering reoccurring programs for tenants in 72 TCHC buildings.

Fostering the arts in Regent Park

How Tony Le introduced Kick Start Arts to his community

The free program empowers youth and adults to express themselves through the creative process in film, digital television, theatre and photography. To read Tony's story, scan the QR code.



TCHC tenant Tony Le outside the Pam McConnell Aquatic Centre



Community impact

We recognize the importance of bringing positive change into our communities and the lives of our tenants. Through a range of initiatives, partnerships and services, we made progress in creating more future-ready, innovative and safe communities.



Stop the Bleed

- This pilot program provided life-saving training to 35 participants across a number of communities that are part of TCHC's Violence Reduction Program.
- The Stop The Bleed trainings teach how and where to apply pressure to prevent blood loss in the event of serious injury.
- One of the participants became a certified instructor herself, a milestone for the social and economic impact of the Violence Reduction Program.
- The trainings took place across Toronto Community Housing's Yorkwoods, Driftwood and Rexdale communities.
- As an initiative of our Violence Reduction Program, the trainings were carried out by Toronto Community Housing in partnership with Sunnybrook Hospital.
- Find out about upcoming training opportunities via torontohousing.ca/stopthebleed.



TCHC Tenant Christina Frimpong wearing a Stop the Bleed t-shirt

Tenant Conservation Goals

- 700 TCHC and TSHC staff members successfully completed an educational program created in collaboration with the Saskatchewan Environmental Society to advance TCHC's commitment to reduce 25% of its energy consumption by 2025.
- The Conservation team conducted and distributed building utility reports to 172 high rise buildings generated using a building's utility usage data. The reports

aim to provide Operations staff with a clear overview on how their building is performing in terms of energy, water and waste.

- 60 new conservation bulletin boards were installed across TCHC and TSHC building portfolios.
- 2,434 thermostat kits were distributed to ten Regent Park buildings, 1,217 tenants were engaged to learn more about the kits.
- The Conservation team engaged 6,955 tenants and distributed 1,785 thermostat educational materials.
- 35 buildings took part in the Smart Compaction Program that reduced garbage volumes by over 550 cubic yards and saved over 200 garbage pickups in less than four months.
- Through tenant education in 2022 we saw an increase in participation in waste programs and a decrease in illegal dumping activity, which led to a decrease in removal fees.



New conservation bulletin boards have been installed in buildings across TCHC and TSHC communities.

Rapid Rehousing initiative

- The Rapid Rehousing Initiative began in April 2020 as an agile response to emerging housing needs during the COVID-19 pandemic.
- This program matches individuals experiencing homelessness with vacancies within the TCHC portfolio—often bachelor and one-bedroom units that are not easily filled from the centralized waiting list.
- Units are fully furnished, and new tenants are provided with clothes, bedding and toiletries.

- Rapid Rehousing tenants are supported by a collaborative network of local site staff, the Community Resolutions team, community agencies, and City of Toronto teams. Community support workers use a wraparound approach to support successful, long-term tenancies.
- The program shows that a pathway can be created between homelessness and housing by bringing partners in the social support system together, overlapping their strengths for a holistic solution to individual needs.

Outcomes

- Placement of over 1,400 tenants in 1,144 housing units
- 20% Indigenous, 33% seniors, 30% female-led households, 10% youth
- Success rates: 93% of households remained housed
- Eviction rate of less than 1% among RRHI tenants



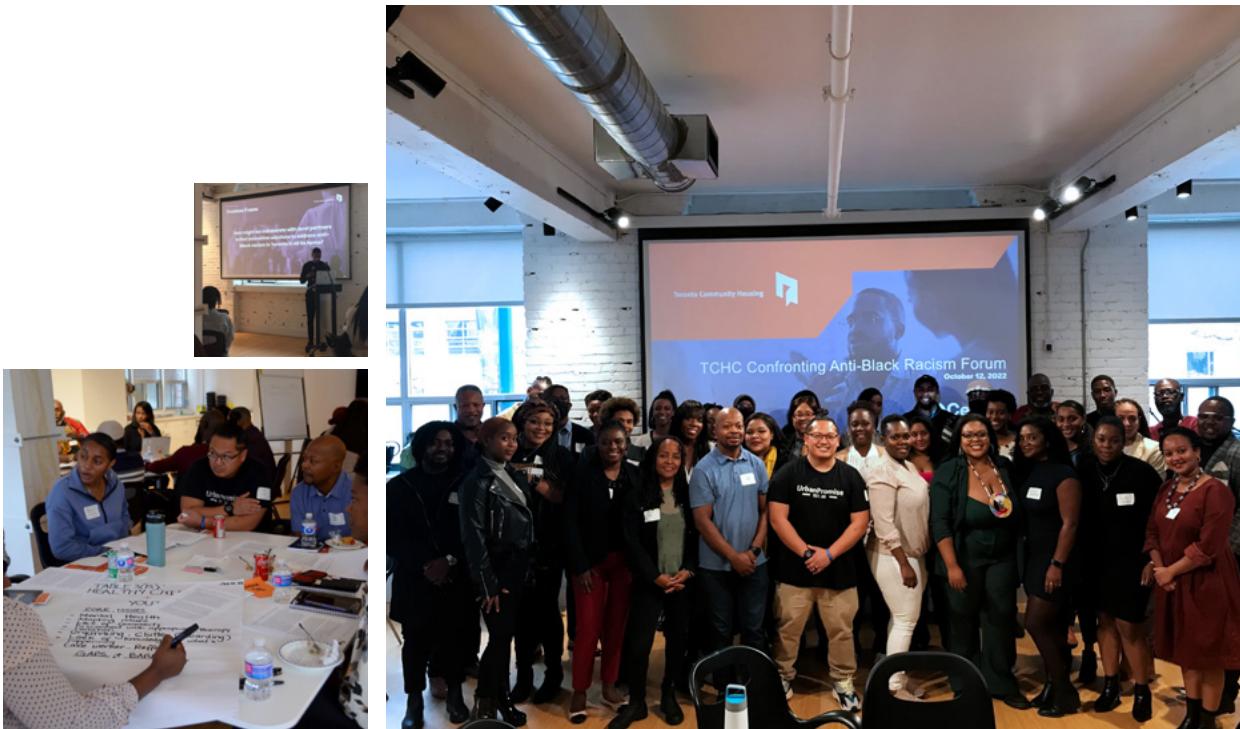
**Recipients of
the 2022 Yardi
Canada
Diversity
Scholarships**



**Residents
attend the
Regent Park
Film Festival**

Confronting anti-black racism

The Centre for Advancing the Interests of Black People laid the foundation and took corrective action toward addressing the historical and ongoing harms of anti-Black racism. 2022 was an important year that delivered significant impact through both staff and tenant engagement.



Setting the foundation for change

In its first year, The Centre for Advancing the Interests of Black People ('The Centre') started to engage with staff, tenants and community partners to implement the Confronting Anti-Black Racism (CABR) Strategy. In 2022, the Centre intentionally laid the foundation and took corrective action toward addressing the historical and ongoing harms of anti-Black racism at Toronto Community Housing.

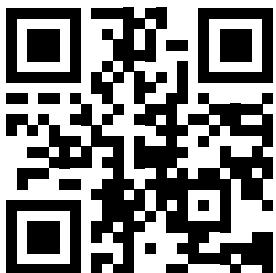
The CABR Strategy is a multi-year plan intended to drive institutional change, establish strategic and sustained relationship building among diverse groups, impact service delivery and influence change through multidisciplinary research, analysis, and strategic narrative. You can watch the CABR 2022 year-end video by scanning the QR code below.



The Centre's partnership forum was attended by representatives for more than 30 organizations



Forum participants discussed the potential of services that better serve Black tenants



Strengthening community and staff engagement

In 2022, The Centre focused on fostering relationships with external and internal stakeholders, so they can generate more awareness about the Centre's function and increase the organization's capacity to dismantle anti-Black racism. Barry Thomas was appointed as the new Centre Director in December 2022.

By the end of its first year, The Centre has achieved several milestones, including:

- Investing more than \$40,000 through the Centre Funds. This investment created new opportunities for 433 tenants across eight communities to develop and implement Black-led initiatives and programs that met the community's needs.
- Partnering with the Black Creek Community Health Centre to develop the Black Business Essentials workshops and connecting 45 Black tenants to receive free entrepreneurship training and micro-credentials through York University.
- Hosting a partnership forum in October 2022 with representatives from 30 organizations to discuss the potential collaboration in addressing anti-Black racism in the city and building services that better serve Black tenants.
- Teaming up with Human Resources to update TCHC's recruitment program to include an anti-Black racism lens — taking steps to increase the representation and retention of Black workers and professionals at TCHC.
- Receiving 103 cases related to anti-Black racism and resolving 25 per cent of the cases.
- Completing more than 600 hours of staff training and developing six training modules for business units.

To read more about the Centre's 2022 highlights and for information about the Centre team, visit torontohousing.ca/cabr.

Investing in youth through sport

We continued to deliver high-quality sports programs including soccer, baseball and basketball.

Learn more about these programs and our partnership with MLSE Foundation by scanning the QR code and watching the video.

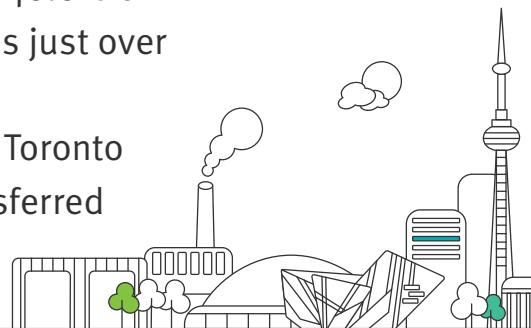


Tenant youth and TCHC staff at MLSE KickStart



About Our Tenants and Buildings

TCHC's tenants come from many different backgrounds with a diversity in age, education, language, religion, ethnicity and race. Youth tenants continue to represent a significant number of individuals in our overall communities; 32,262 or 36.25% of TCHC tenants are youth under the age of 24. When Toronto Seniors Housing Corporation transitioned into its own organization, it took with it a large number of single-person households. However, single-person households remain the largest group at TCHC, with 19,111 or 46.6% of households in this category. The average length of tenancy is just over 11 years. TCHC's overall portfolio includes 1,347 buildings and 43,776 units. In 2022, 13,970 units were transitioned to Toronto Seniors Housing Corporation, 843 scattered units were transferred and 327 scattered units are pending transfer.



Total number of tenants:

89,010

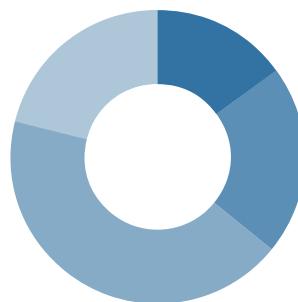
Average tenant age:

37.35 YEARS



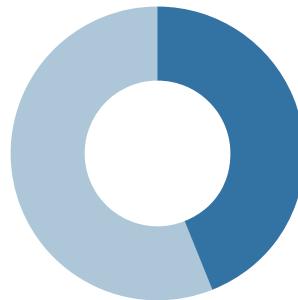
Age

- Children (0-12): **13,225**
- Youth (13-24): **19,037**
- Adult (25-58): **38,156**
- Senior (59+): **18,592**



Gender

- Man/Trans Man: **39,181**
- Woman/Trans Woman: **49,830**



Total households:

41,013

Average RGI household annual income:

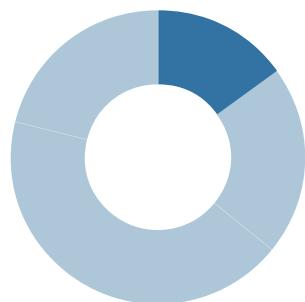
\$16,368

Average tenancy length (current unit):

11.83 YEARS

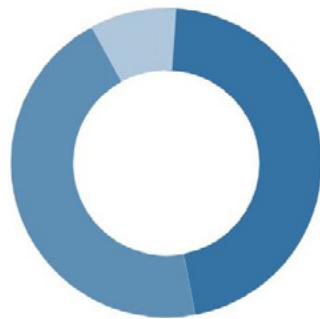
Household finances

- Market households: **5,709**
- RGI households: **35,304**



Household composition

- Single-person households: **19,111**
- Multi-generational households: * **18,364**
- Couple/roommate households: **3,538**



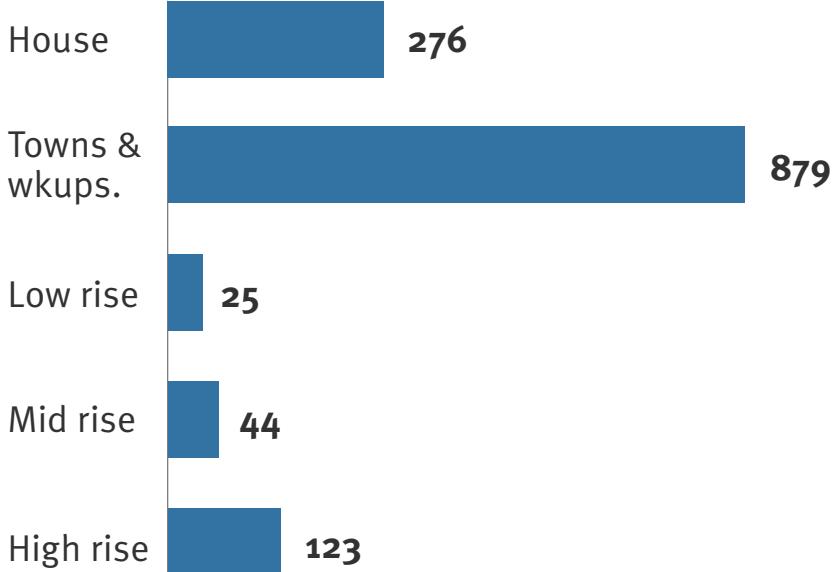
*Multigenerational households include parent/child relationships of all ages

Total units:

43,776

Total buildings:

1,347



Record-breaking \$90K raised for United Way

Thank you to all donors on behalf of team TCHC!

Our staff as well as labour partners CUPE Local 416, CUPE Local 79, OPSEU Local 529 and the Carpenters union Local 27 made generous contributions to our campaign along with other corporate donors who provided items for our very popular silent auction.



TCHC staff celebrate the \$90,000 milestone

Employee engagement activities

Toronto Community Housing employees were excited to re-engage at in-person events after the lifting of pandemic restrictions in Spring 2022.



Our Black Staff Caucus hosted a movie-screening event for the United Way



Led by our employee Pride Network, TCHC returned to the in-person Toronto Pride Parade



TCHC employees gather for the 2022 United Way BBQ



Employees gathered at the Bathurst Glen Golf Course for the United Way golf tournament



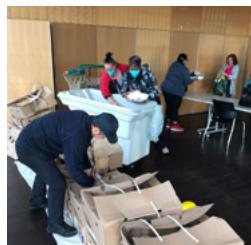
Members and allies of the 2SLGBTQ+ community showed their colours year-round in our workspaces and our communities



Team TCHC participated in the annual Civic Run fundraiser in support of the United Way

Thanking our donors and partners

We are grateful to the generous organizations who provided donations within our communities. In 2022, these donations made a difference in our communities and brought joy to many children, families and individuals.



Investing in Our Diversity Scholarships

Founding Partners and Donors

Blaney McMurtry LLP
Scadding Court Community Centre

Donors

Ed and Fran Clark
Anne Fleming
Brian Smith and Toronto East Rotary Club
The Bay
Dentons Canada LLP
Joe Pace & Sons Contracting Inc.
Sinai Health
Toronto (Central) Lions Club
Tridel Corporation
Wealthsimple Foundation
Yardi Canada Ltd.

Be. Build. Brand.

Sponsor of the Scotiabank Pitch Prizes

Scotiabank

20-20 Vision - Youth Essay Contest

Sponsor of the prize money

Wealthsimple Foundation

Generous donations

Toronto Community Housing partners with generous organizations who provide donations to our communities. This year, we were grateful that several of our communities received gifts of backpacks and school supplies, toys, turkeys, summer parties, pumpkins and more.

- Our **Active Living** team received and distributed 500 toys donated by **Spin Master**
- Our **Community Economic Development** team partnered with **Brook Restoration Ltd.** to distribute 150 fruits and vegetables bags
- Toronto Argonauts player **Trevor Hoyte** and his teammates donated 45 gift bags to **East Region communities**
- Our **Community Safety Unit (CSU)** delivered holiday cheer with support from Danny Durante from **Durante's No Frills** and **SVP Sports**
- **Fitzrovia** donated 330 turkeys to TCHC communities



**Our CSU
and donor
partners
delivering
food and
clothing**



**TCHC staff
and Brook
Restoration
staff
distribute
fruits and
vegetables**



**Children with
gift bags
donated by
Trevor Hoyte**



**TCHC
staff help
distribute
turkeys
to 330
communities**

Celebrating our 20th anniversary

Two decades as Canada's largest social housing provider.

We sat down with Minister Ahmed Hussen who shared his story about growing up in Regent Park and how advocating for his community sparked a path towards successful legal and political careers. Watch his video and those of other past tenants on our 20th anniversary microsite by scanning the QR code.



Ahmed Hussen meets with Regent Park tenants



Governance and Management



Board of Directors

Our Board of Directors oversees the management of Toronto Community Housing and monitors our performance against our strategic plan.

The Board of Directors consists of the Mayor or his representative, three City Councillors, and nine citizens, including three Toronto Community Housing tenants. The board is accountable to the sole shareholder, the City of Toronto, through presentation of its business plan, annual reports and financial statements.

The board delegates key areas of interest to three board committees:

- The Building Investment, Finance and Audit Committee (BIFAC) helps the board in fulfilling responsibilities on items such as capital funds and investments, financial compliance and internal and external audits.
- The Governance, Communications and Human Resources Committee (GCHRC) helps the board implement appropriate standards of corporate governance, and fulfills oversight responsibilities on corporate governance, executive compensation, succession planning, government relations and corporate communications.
- The Tenant Services Committee (TSC) helps the board in fulfilling its responsibilities on matters such as community relations and tenant engagement, community safety and security, and oversight of the Office of the Commissioner of Housing Equity.

Public sessions

Public meetings of the TCHC Board and its committees can be followed throughout the year through the dedicated [**TCHC Board Live channel**](#) on YouTube.

Board of Directors



Timothy Murphy
Chair



Brian F.C. Smith
Vice Chair



John Campbell
Director



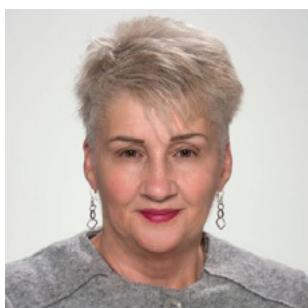
Marcel Charlebois
Tenant Director



Debbie Douglas
Director



Ubah Farah
Tenant Director



Cllr. Paula Fletcher
Director



Adele Imrie
Director



Nick Macrae
Director



Naram Mansour
Director



**Mohammed
Mominul Haque**
Tenant Director



Cllr. Lily Cheng
Director



Cllr. Vincent Crisanti
Director

Executive Leadership Team

The Executive Leadership Team is responsible for the strategic leadership of the company and its subsidiaries. Our team included:



Jag Sharma
President & Chief
Executive Officer



Nadia Gouveia
Acting Chief
Operating Officer



**Barbara Shulman
(Officer)**
Chief People &
Culture Officer



Jessica Hawes
Acting Chief
Development Officer



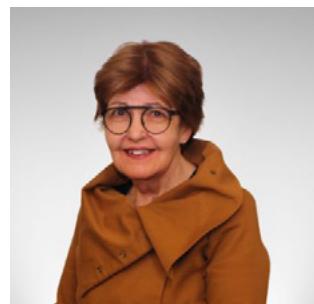
Luisa Andrews
Vice President,
Information
Technology
Services



Paula Knight
Vice President,
Strategic Planning &
Communications



**Darragh Meagher
(Officer)**
General Counsel &
Corporate Secretary



Sheila Penny (Officer)
Chief Operating Officer
(retired March 2022)



Rose-Ann Lee (Officer)
Chief Financial Officer &
Treasurer
(left organization in 2022)



Grant Coffey
Interim General Manager,
Seniors Housing Unit*

**Grant Coffey became the Interim Director, Strategy and Communications for Toronto Seniors Housing Corporation (TSHC) on June 1, 2022 when the TCHC's Seniors Housing Unit transitioned to a separate organization, TSHC.*

Financials



Assets

Current Assets	2021	2022
(in thousands of dollars)	\$	\$
Cash	64,609	86,497
Investments	244,594	245,295
Restricted cash for externally restricted purposes	5,852	5,538
Accounts receivable	87,002	72,816
Grants receivable	81,228	51,849
Loans receivable	50,190	10,033
Prepaid expenses, deposits and other assets	14,270	16,100
	547,745	488,128
Loans receivable	26,496	65,660
Grants receivable	10,270	9,344
Investments in joint ventures	11,814	10,094
Receivable from the City of Toronto	18,325	18,325
Housing projects acquired or developed	1,684,434	1,682,790
Improvements to housing projects	2,183,376	2,335,627
Assets held – for – sale or transfer	6,135	1,361
Prepaid lease	690	634
Total Assets	4,489,285	4,611,963

Liabilities

Current Liabilities	2021	2022
(in thousands of dollars)	\$	\$
Bank loan and bank indebtedness	42,700	58,000
Accounts payable and accrued liabilities	206,598	223,833
Tenants deposits and rents received in advance	17,673	16,024
Deferred revenue	24,032	27,707
Project financing and debenture loans	60,478	63,023
	351,481	388,587
Capital asset replacement reserve		
Deferred revenue on long-term leases	24,853	24,381
Deferred revenue on land sale	17,358	12,349
Employee benefits	84,921	74,073
Long term payable TSHC		4,181
Project financing	1,767,092	1,786,226
Deferred capital contributions	1,242,998	1,369,888
Total liabilities	3,488,703	3,659,685

Accumulated Surplus	2021	2022
Share capital		
Authorized and issued 100 common shares	1	1
Internally restricted funds	268,470	268,348
Contributed surplus	5,136	5,136
Unrestricted surplus	726,975	678,793
Total Net Assets	1,000,582	952,278
	4,489,285	4,611,963

Revenue

	2021	2022
(in thousands of dollars)	\$	\$
Subsidies	246,392	281,233
Rent		
Residential	339,500	352,808
Commercial	18,311	18,609
Amortization of deferred capital contributions	68,862	79,180
Parking, laundry and cable fees	18,447	17,969
Investment income	9,107	8,075
Joint venture income (loss)	915	9,283
Safe Restart program	34,182	
Gain on sale of housing projects and other capital assets	5,549	36,204
Plant and other revenue	5,917	24,408
	747,182	827,769

Expenses	2021	2022
Operating and maintenance	255,064	256,332
Utilities	130,582	130,332
Municipal taxes	18,917	19,495
Depreciation	233,273	244,668
Interest	75,539	75,322
Community safety services	36,383	37,066
Corporate services	66,200	73,888
Plant and other expenses	12,762	6,148
Non-recurring item		20,129
	828,720	863,380
Excess (deficiency) of revenue over expenses	(81,538)	(35,611)